

What Got You Here Won't Get You There

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Do You Know Someone Like This?

- Smart, talented, works hard, loyal
- Not moving up or somewhat stuck
- A “solid worker” but not tapped for leadership roles
- Can't understand why



Prepare NOW for Future Roles

The job you *have now*
and the job you *want in the future*
are **qualitatively different**.
One does NOT fully prepare you for the other.
It's NOT a natural progression.



Success at Different Stages

Skills
Behaviors
Attitudes and Beliefs



What Got You Here? What Will Get You There?

Skills, behaviors, attitudes
& beliefs instrumental to
... your CURRENT success
... success in your NEXT role



Discussion Groups



Making “the Jump”

Transition from
individual contributor
(do assignment)
to
One who *manages or leads* to
achieve objectives
(marshal people & resources)



Building on Strengths

- What are your strengths?
- Based on the next-level competencies you need for your next role, which ones are worth building upon?
- Can any of your strengths, when overused, become challenges?



Discussion: Strengths

- List your strengths
- Discuss 2 with your partner
- Talk about how those strengths support your current key roles and if/how they may support your career aspirations
- What can you do to build upon your strengths?



Mastering Learning Edges

- Areas that are not current strengths and not necessarily weaknesses
- Developing them will provide significant benefits
- They are out of your current comfort zone



Learning Edges (examples)

Virtual Team Management



Podcasting



Discussion: Learning Edges

- List your learning edges
- Share 1 with your partner
- Explain how mastering it will support your goals and why you feel it is outside of your comfort zone
- How can you sharpen this learning edge? Your partner may have ideas for you...



Weaknesses, Deficits & Other Undesirables

Fear of Center Stage



Working Too Hard

Willful Blindness or Conflict Avoidance



Minimizing the Impact of Weaknesses

Most coaches recommend focusing on strengths and not weaknesses. What does this advice really mean?

- Assess weaknesses for relevance: which ones are **mission critical** to your success?
- Develop competence for anything that is mission critical to your individual success
- Delegate anything that is important
- Ignore/eliminate everything else



Discussion: Weaknesses

- List your weaknesses
- Share 1 weakness that is **mission critical** to your success. What will you do about it?
- Next, share a weakness that you think you can delegate. To whom will you delegate this role?
- Is there anything you can eliminate?



Pressures to Maintain Status Quo

- Ruled by habit
- Lower stress
- Fear of failure
- Others want you to stay
- Urgent vs. Important



Proactively Prep for Your Next Role



- What information do you need?
- What actions can you take?
- Who can help you?



Tips for Continued Growth

- Do some research, don't assume
- Don't be "delusional" about current success
- Think like an owner or a C-level executive
- Focus on mental preparedness
- Turn your employee review into a project
- Study success – reading, podcasts, seminars



What's Next?

- Circle the 5 most important next-level competencies you must develop
- Evaluate them against your strengths, learning edges, and weaknesses
- Create a strategy for HOW to get them
 - Take action on at least 2



Thank you!

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